

From: "Blair Taylor" <[btaylor@memphistomorrow.org](mailto:btaylor@memphistomorrow.org)>  
To: "William Gibbons (wgibbons)" <[wgibbons@memphis.edu](mailto:wgibbons@memphis.edu)>  
Date: 10/2/2017 4:25:18 PM  
Subject: RE: Allocation of Resources to Gang Problem

---

Ok no worries

Blair Taylor  
President  
Memphis Tomorrow  
22 North Front Street, Suite 670  
Memphis, TN 38103  
Office: 901.322.8080  
[btaylor@memphistomorrow.org](mailto:btaylor@memphistomorrow.org)

---

From: William Gibbons (wgibbons) [<mailto:wgibbons@memphis.edu>]  
Sent: Monday, October 2, 2017 3:23 PM  
To: Blair Taylor <[btaylor@memphistomorrow.org](mailto:btaylor@memphistomorrow.org)>  
Subject: Re: Allocation of Resources to Gang Problem

I can tell this is going to be along conference call!

Bill

Sent from my iPhone

On Oct 2, 2017, at 10:07 AM, William Gibbons (wgibbons) <[wgibbons@memphis.edu](mailto:wgibbons@memphis.edu)> wrote:

I have a conference call with the Social Finance folks at 3 pm. I hope it will be over by 4 but can't guarantee.

Bill

Sent from my iPhone

On Oct 2, 2017, at 8:36 AM, Blair Taylor <[btaylor@memphistomorrow.org](mailto:btaylor@memphistomorrow.org)> wrote:

What about after 3 today?

Sent from my iPhone. Please excuse typos.

On Oct 2, 2017, at 8:03 AM, William Gibbons (wgibbons) <[wgibbons@memphis.edu](mailto:wgibbons@memphis.edu)> wrote:

Ugh. I teach from 11-1 and have meetings on campus before then.

I can send you Brona's recap of our meeting with Don Crowe last week.

Bill

Sent from my iPhone

On Oct 2, 2017, at 7:41 AM, Blair Taylor

<[btaylor@memphistomorrow.org](mailto:btaylor@memphistomorrow.org)> wrote:

Thanks bill. Are you available Tuesday noon-2? My mtg w doug, Alex and crowe is set for 1-2 and I'm going to tell doug I want you to be there plus I'd also really like to meet with you and crowe before hand. Either noon-1 or sometime earlier.

Sent from my iPhone. Please excuse typos.

On Sep 27, 2017, at 3:48 PM, William Gibbons ([wgibbons](mailto:wgibbons@memphis.edu))<[wgibbons@memphis.edu](mailto:wgibbons@memphis.edu)> wrote:

It's good you are talking to Doug, which will hopefully result in some progress. A couple of comments:

DATA-DRIVEN DEPLOYMENT: Dr. Madden and the PSI research assistant Max Helms have been attending the TRAC meetings. The meetings are not yet where they need to be - an observation with which Chief Crowe would agree. I do think Chief Crowe can get the TRAC meetings "on track."

We have met with Chief Crowe and identified a way, we think, to determine whether officers are being deployed in a data-driven manner. Basically, it involves comparing deployment with crime patterns (hot spots) then determining the impact. Chief Crowe is very cooperative in his willingness to share that type of information.

GANG UNIT: There has been no significant movement toward increasing MPD-dedicated personnel to this. (The Sheriff's office did just add four officers.) Chief Crowe and I have agreed on the need to establish a goal/timeline for allocation of sufficient resources. We have agreed that 2018 is critical. There must be accountability for progress on this !

GVI: I'm addressing this separately from the Gang Unit, although it could be operated through the Gang Unit. Amy wants to make

progress on launching the effort this fall if at all possible. Once it is launched , one metric will be based on measuring the impact on those targeted as part of the effort. In addition, though, we already have five metrics in place for this OSC objective that focus on the impact on different aspects of violent crime. (Part of the theory here is that the particular targeted individuals have an impact on a lot of violent criminal activity.) Amy is spearheading this.

ZERO-BASED STAFFING: Yes, we need a timeline ! I have discussed the need for this with Chief Crowe. (Under the OSC plan Milestones, MPD was to identify the entity/group to do the assessment by September of this year.) There have been some very preliminary discussions with DOJ about funding an assessment as part of its new Public Safety Partnership with Memphis. It's the kind of thing that interests them. And there has been preliminary talk about doing it through the U of M/PSI.

MPD RECRUIT/RETAIN INITIATIVE: I think one thing you can stress to Doug is that a number of funders expect regular reports on this effort. (The signed agreements with three of our main funders requires regular reports, with one wanting submission of "City Division of Human Services quarterly, written progress reports submitted to the Crime Commission, including current MPD complement for police and public safety dispatchers, MPD retention trends and statistics, and cumulative progress on recruiting leads, prospects, and recruits for officers and dispatchers." Obviously, I can't provide that information if I'm not getting it.)

Hope that helps.

## Bill Gibbons

Executive Director  
Public Safety Institute



The University of Memphis

317 Robison Hall  
Memphis, TN 38152

901.385-4232 | [memphis.edu](http://memphis.edu)

---

From: Blair Taylor <[btaylor@memphistomorrow.org](mailto:btaylor@memphistomorrow.org)>  
Sent: Tuesday, September 26, 2017 2:05 PM  
To: Adams, Ben C.; William Gibbons (wgibbons)  
Subject: RE: Allocation of Resources to Gang Problem

So I've been talking to doug about an overall performance dashboard, which he's developing. (I think I sent you guys an email about this a couple of weeks ago).

**These are the areas for which I've requested progress checkpoints and metrics.** Please let me know if you think of any others, or would like to add specifics to the categories I've already included. I'm working with Doug, Alex and now Doug's going to bring Don Crowe into the mix. Once we have something initial hammered out, then we'll engage you two and rallings.

### Ray Kelly Report

- Data-driven officer deployment (and better use of trac meetings a la NYPD)
  - What metrics can be used so that we know officer deployment is data-driven? Is there
- More officers to gang unit/Group violence intervention initiative
  - The first part is easy to measure but we need to establish a goal/timeline. The GVI needs its own set of metrics which will include but not be limited to MPD's performance objectives for the program.
- 0-based staffing assessment
  - This is initially just a timeline and steps for getting this done which in my mind include: 1) determining core police functions (is there anything we're doing now that we're not going to do in the

- future or that we'd like to get rid of?), 2) retaining a firm to do the staffing analysis (maybe just a person and not a firm? What about Janikowski?), 3) executing the assessment itself which should also include an implementation timeline.

## **MPD Recruit Retain Initiative**

### **Officer recruitment**

1. # of total officers and # of pst s against the 2017, 2018, 2019 goals for each;
2. # and dates of classes for officers and pst s (with targeted number of recruits and graduation yield goal for each class) for 2017, 18 and 19
3. Recruitment source diversification goals: specific goals on new recruiting sources and number of recruits targeted from each new source; and then include progress against these goals.

### **Officer retention**

1. Officer and PST attrition -annual goals against actual
2. Retention bonus participation rate (total uptake from among eligible candidates) annual goals against actual
3. Bonus participants attrition rate vs non participant eligible candidates vs total population of officers annual goals against actual

### **Force multiplier**

1. # of PSTs handling traffic -annual goals and actual
2. Percentage of traffic duty hours handled by PSTs vs sworn officers- annual goals and actual
3. # of sworn officer hours redeployed from traffic to other MPD duties -annual goals and actual

Blair Taylor  
President  
Memphis Tomorrow  
22 North Front Street, Suite 670  
Memphis, TN 38103  
Office: 901.322.8080  
[btaylor@memphistomorrow.org](mailto:btaylor@memphistomorrow.org)

---

**From:** Adams, Ben C.  
[<mailto:badams@bakerdonelson.com>]  
**Sent:** Tuesday, September 26, 2017 1:01 PM

---

**To:** William Gibbons (wgibbons)  
<[wgibbons@memphis.edu](mailto:wgibbons@memphis.edu)>  
**Cc:** Blair Taylor  
<[btaylor@memphistomorrow.org](mailto:btaylor@memphistomorrow.org)>  
**Subject:** Re: Allocation of Resources to Gang Problem

Ok. Talk later. How about manpower analysis? Any word on that? Thx

**Ben C. Adams, Jr.**

Chairman and Chief Executive Officer  
Baker, Donelson, Bearman, Caldwell & Berkowitz,  
PC

[165 Madison Avenue](#)

[Suite 2000](#)

[Memphis, Tennessee 38103](#)

Phone [\(901\) 577-2307](tel:(901)577-2307)

Fax [\(901\) 577-0714](tel:(901)577-0714)

[badams@bakerdonelson.com](mailto:badams@bakerdonelson.com)

[www.bakerdonelson.com](http://www.bakerdonelson.com)

Baker, Donelson, Bearman, Caldwell & Berkowitz,  
PC represents clients across the U.S. and abroad  
from

offices in Alabama, Florida, Georgia, Louisiana,  
Maryland, Mississippi, South Carolina, Tennessee,  
Texas, Virginia and Washington, D.C.

**Baker Donelson - One of FORTUNE Magazine's  
"100 Best Companies to Work For®" for Eight  
Years in a Row!**

On Sep 26, 2017, at 12:35 PM, William Gibbons  
(wgibbons) <[wgibbons@memphis.edu](mailto:wgibbons@memphis.edu)> wrote:

Ben,

I met with Chief Crowe yesterday.  
Basically, there has no real  
movement yet on reallocating  
resources to the gang problem.  
Frustrating !

I can explain their "rationale,

" preferably by phone or in person.

He does expect movement on this next year and agrees that we should develop a clear 2018 Milestone or Benchmark on this as part of the OSC plan.

**Bill Gibbons**

Executive Director  
Public Safety Institute



**The University of Memphis**

317 Robison Hall  
Memphis, TN 38152

901.385-4232 | [memphis.edu](http://memphis.edu)

---

Under requirements imposed by the IRS, we inform you that, if any advice concerning one or more U.S. federal tax issues is contained in this communication (including in any attachments and, if this communication is by email, then in any part of the same series of emails), such advice was not intended or written by the sender or by Baker, Donelson, Bearman, Caldwell & Berkowitz, PC to be used, and cannot be used, for the purpose of (1) avoiding penalties under the Internal Revenue Code or (2) promoting, marketing or recommending to another party any transaction or tax-related matter addressed herein.

This electronic mail transmission may constitute an attorney-client communication that is privileged at law. It is not intended for transmission to, or receipt by, any unauthorized persons. If you have received this electronic mail transmission in error, please delete it from your system without copying it, and notify the sender by reply e-mail, so that our address record can be corrected.